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DD/8-66-1671

14 SEP 1966

MEMORANDUM FOR: Director of Personnel

SUBJECT : Recruitment of Personnel

REFERENCE : Combined Civilian and Military Personnel  
Status Report as of 31 August 1966

1. In reviewing reference report together with other Personnel reports, it appears that the personnel recruitment program is definitely meeting most of its objectives and that by the end of December 1966 or in the first months of 1967 a number of components may be at or very near their ceiling strength. I am mindful of the long lead time it takes to get the personnel recruitment pipeline into operation and the necessity of keeping it going without sudden variations and fluctuations in the requirements it is designed to fulfill. I am also mindful of the fact that three years ago, with sharp ceiling limitations, the personnel recruitment pipeline almost dried up and it was with great effort and difficulty that your Office revitalized the pipeline to meet current staffing requirements.

2. It is possible that if you continue at your present pace you may overproduce your pipeline product, at least in certain areas, to the point where a definite reduction might be required. This I consider to be the worst possible situation in which we could find ourselves after our past experience. It is imperative that you monitor the pipeline product against continuing requirements and when you observe the near accomplishment of goals, either in categories or by component offices, you should initiate those actions which will gradually and gently adjust the pipeline to continue to meet requirements and not seriously overproduce. You have available any number of mechanisms such as more selectivity, better targeting, change of emphasis, reduction of expedite clearances, etc., to accomplish this purpose without altering or affecting the impetus of the pipeline.

3. I am concerned about this problem and ask that you give this your most careful attention to assure the adjustment of the pipeline activity without ever losing our impetus and competitive position.

SIGNED R. L. Bannerman

R. L. Bannerman  
Deputy Director

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